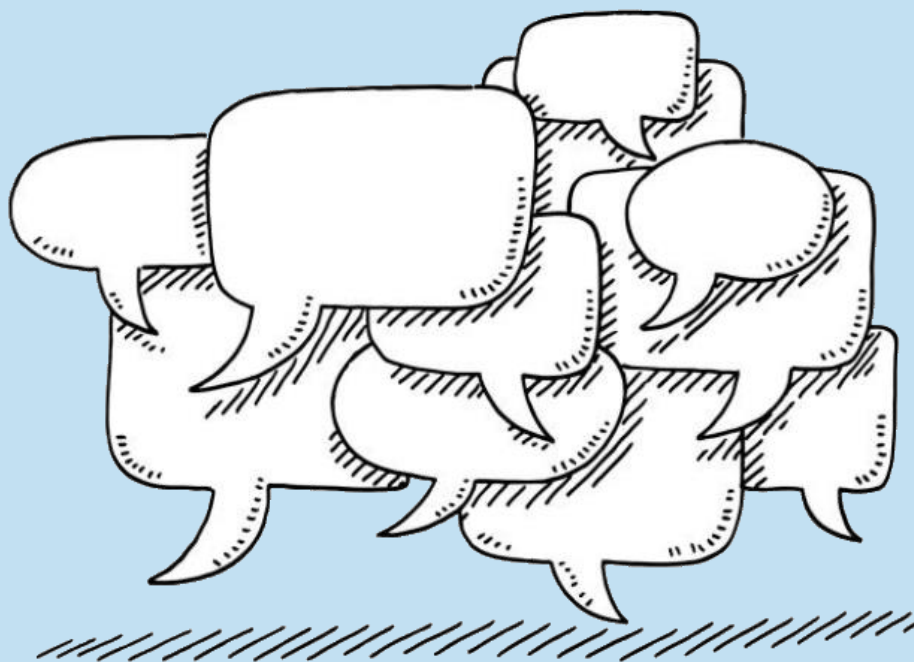


Contribution to society

Consultation report on the public value of SSR



Final report – September 2019

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Contribution to society

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Section 1

Introductory comments from SSR

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Why have a consultation on the public value of SSR?	
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Who has been consulted and how?	

FOREWORD

Why have a consultation on the public value of SSR?



Gilles Marchand
Director General

Ladina Heimgartner
Deputy Director General



Like all European public service media, SSR operates in a rapidly changing environment. Digital transformation, audience fragmentation, global competition, consumerism, falling advertising income and financing; this context is forcing SSR to adapt rapidly.

It is for these reasons that we launched a wide-ranging consultation on the public value of SSR covering 1,500 people, in the form of face-to-face interviews, workshops and a survey.

“As the debate surrounding ‘No Billag’ showed, the nature of our mission is debated in public opinion and in the political world. Our concern, via this consultation, is to better understand how our contribution to Swiss society is perceived by all our stakeholders, to discuss this openly and to identify development planks in the interest of the public.”

The report presents the 7 priority expectations arising from the consultation which will be debated with the population in the regions by the SSR Association, during a phase which is starting now. This new form of dialogue with the population will finish in the spring of 2020. A final report will follow during the 2nd half of 2020 and will lead to the establishment of an action plan by SSR.

Today, the audience is the principal compass which guides us towards a wide audience and gives us legitimacy. Tomorrow, this broad public will integrate more specific expectations and interests which we will also have to satisfy. We hope that this wide-ranging consultation will contribute to defining supplementary and more qualitative indicators in order to strengthen SSR’s contribution to society and to even better fulfil the expectations of the entire population.

THE KEYS TO THE PROCEDURE

Who has been consulted and how?



Irène Challand, manager of
SSR's "Public Value" project

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I was taken on at the beginning of 2018 to develop the "Public Value" project. The objective was to better define our public service responsibility without making a unilateral decision or simply putting into practice what the official charter imposes on us. There is an important interaction between the population that pay the licence fee, which gives us legitimacy, and SSR.

"The concept of "Public Value" aims to measure the contribution of a public service to society. In the case of a media public service such as SSR, we have structured our approach around 4 pillars: democracy, diversity, social cohesion & integration, and economic impact & the image of the country."

From May 2018, a working group was set up in which the five business units participated. We worked on the structuring of our frame of reference "Public Value". With the help of Altermondo, a company specialising in the area of Social and Environmental Responsibility, we defined four pillars of the public value of SSR: the contribution of SSR to democratic life in Switzerland, to diversity, to social cohesion and integration, and our economic impact and our contribution to the image of the country.

Up to the beginning of July 2019, a consultation phase was implemented at national level and in the regions, both within SSR and in civil society. We relied on Altermondo and the Link Institute to undertake this consultation. Keen to meet our stakeholders, we took part in all the interviews, in order to listen and be open. We committed to send each person a report of the results.

4 complementary consultation mechanisms were implemented:

- Face-to-face meetings with representatives of the authorities, the media industry, the business community and civil society, at national and regional level
- Workshops with the population, in the 4 linguistic regions, in urban and rural areas, with specific workshops for the 18-39 age range
- Workshops with employees, management boards of SSR, and the Association, at national and regional level
- A survey carried out with a representative sample of the population and consultation with Swiss nationals living abroad

The report presents the conclusions of the consultation centred on 3 key questions: first of all, the evaluation of the image of SSR regarding its public service values, then the evaluation of SSR's services on the 4 pillars of "Public Value" and the identification of priority expectations, and finally, the ambition, thematic priorities and key success factors for a better contribution of SSR to society.

Section 2

In brief: key points of the study

02 Conclusions	7
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The topics to be debated by the SSR Association in the phase of dialogue with the population	

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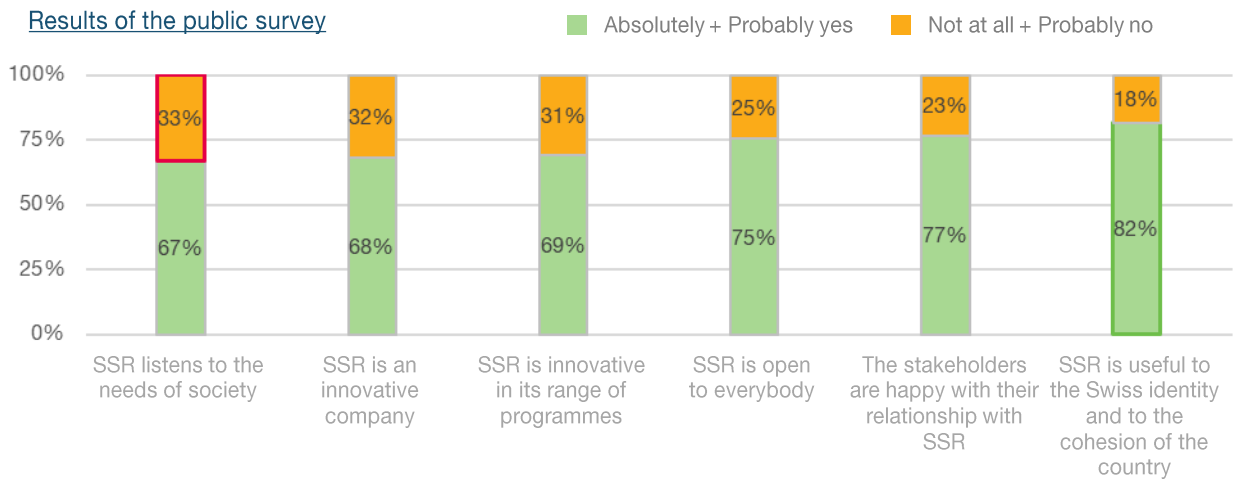
Conclusions

1. Image of SSR

What is the public service value image of SSR?

SSR has rather a good image with regard to its public service value. Even though one-third of the population considers that SSR does not really listen to the needs of society, its contribution to Swiss identity and to the cohesion of the country gains more than 80% support from respondents to the survey. The majority of respondents seem convinced that the context of change in society and the media sector reinforces the importance of a public service medium such as SSR. The most frequently mentioned reasons to explain this appreciation are the growing suspicion of media amongst the population (60%) and the increasing weight of commercial interests in the strategy of media groups (54%). It should be noted, however, that almost one-third of respondents think that public service is becoming less important due to the globalisation of the media (Netflix, Google, Amazon) and the increasing presence of the internet and digital content in daily life (27%).

Results of the public survey



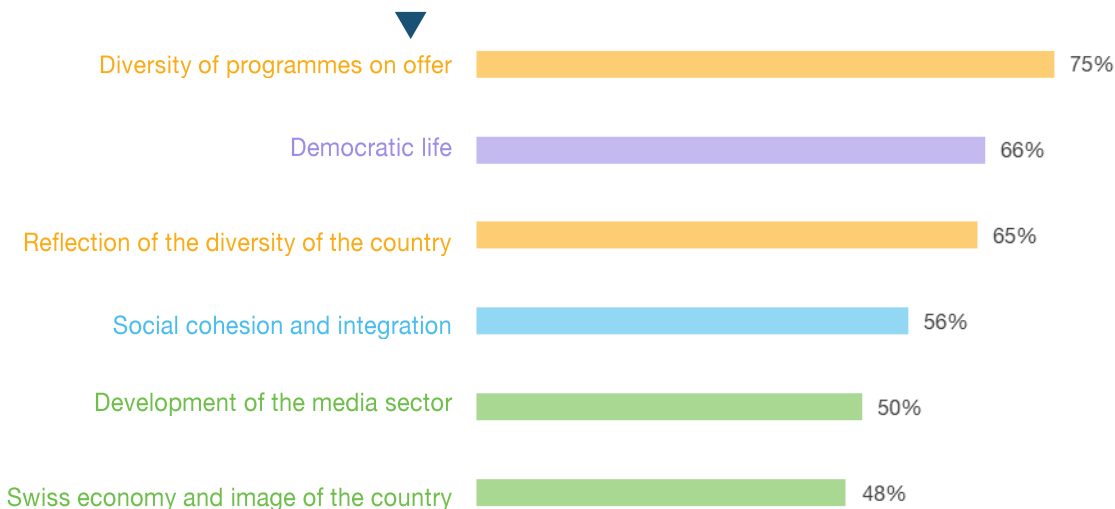
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What are the pillars in which people have the highest expectations of SSR?

Expectations of SSR are highest in the pillars of diversity (diversity of the range of programmes offered at 75% and reflecting the sociological diversity of the country at 65%) and democracy (66%), and to a lesser extent, in social cohesion and integration (56%). The contribution of SSR to the development of the media sector and the Swiss economy and to the image of the country are perceived as less important pillars.

Results of the public survey

In what areas of "Public Value" is the contribution of SSR most expected?



% of respondents (excluding abstentions) attributing a score higher than or equal to 8 on a scale of 1 "Not at all important" to 10 "Very important"

2. “Public Value” strategic priorities

Ambition

- SSR is at a crossroads: its legitimacy is recognised, or even seems to be reinforced in the context of change in society and the media, but it must adapt to a new environment which weakens it. This is the tightrope on which SSR must walk, keeping a balance between several factors:
 - consistency in the quality of programming versus technological innovation,
 - the conservatism based on public values which adheres to the Swiss identity versus adaptation to a changing world,
 - maintaining regional business units which are strong and close to citizens, versus the need for increasing integration within SSR and openness to partnerships in order to confront a competition that no longer has borders.
- The question of taking account of the needs of young audiences is the most symbolic factor of this tightrope.
- In light of the contributions of respondents, it seems that these lines of tension may be overcome by defining a clear ambition, which is based on a stable and timeless mission and value system, as well as on a dynamic vision that better takes into account the changing environment and society. It is interesting to note on this point that the level of expectations of SSR differs according to the region, but a strong system of common values exists.

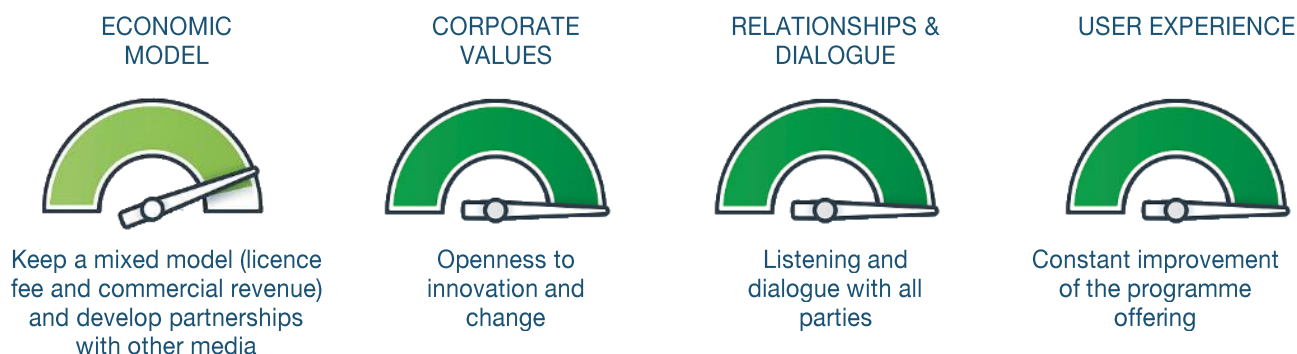
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Mission, vision, values

- Several invariables are perceived as making up the public service mission of SSR:
 - Transmitting the unique character of Switzerland: its languages, its democracy, its quality of life
 - Providing the population with reliable and independent information
 - Acting as a platform for the diversity of opinions and languages, and offering visible balance in questions of politics
 - Creating and reinforcing the feeling of national unity, discussing federalism and Swiss politics
 - Exploring, understanding and reflecting Switzerland in all its diversity
 - Helping the Swiss population to understand the world around it and to look forward
- To carry out its public service mission, the independence of SSR is perceived as a fundamental value
- While the main elements which emerge are based on the idea of continuity with regard to what has gone before, the following points are the most often cited:
 - Offer more Swiss content in general
 - Reach out to young people
 - Reflect the cultural diversity of the country to an even greater extent
 - Be the catalyst for debate with the Swiss media to organise resistance to GAFA (Google, Amazon, Facebook, Apple)
 - Concentrate on value-adding public service programmes

Key success factors

To implement its mission of public service in a rapidly changing context, the participants highlight 4 essential key success factors:



3. Uniqueness and added “Public Value” of the SSR offering

4 transformation dynamics in the portfolio of programme topics emerge from the qualitative interviews, to better respond to the “Public Value” objectives, the majority of which are reinforced by the results of the survey:

1 PRIORITY <ul style="list-style-type: none"> • Information (**) • Heritage and archives (***) 	2 TO BE DEVELOPED <ul style="list-style-type: none"> • Programmes for young people (*) • Sciences (*)
3 TO ADVANCE <ul style="list-style-type: none"> • Culture (**) • Sport (**) • Entertainment (maybe reduce) (**) 	4 TO BE MAINTAINED <ul style="list-style-type: none"> • Service info (*)

(*) priorities arising from the survey and qualitative interviews
 (**) priorities arising from the qualitative interviews but consistent with the survey results
 (***) priorities arising from the qualitative interviews alone

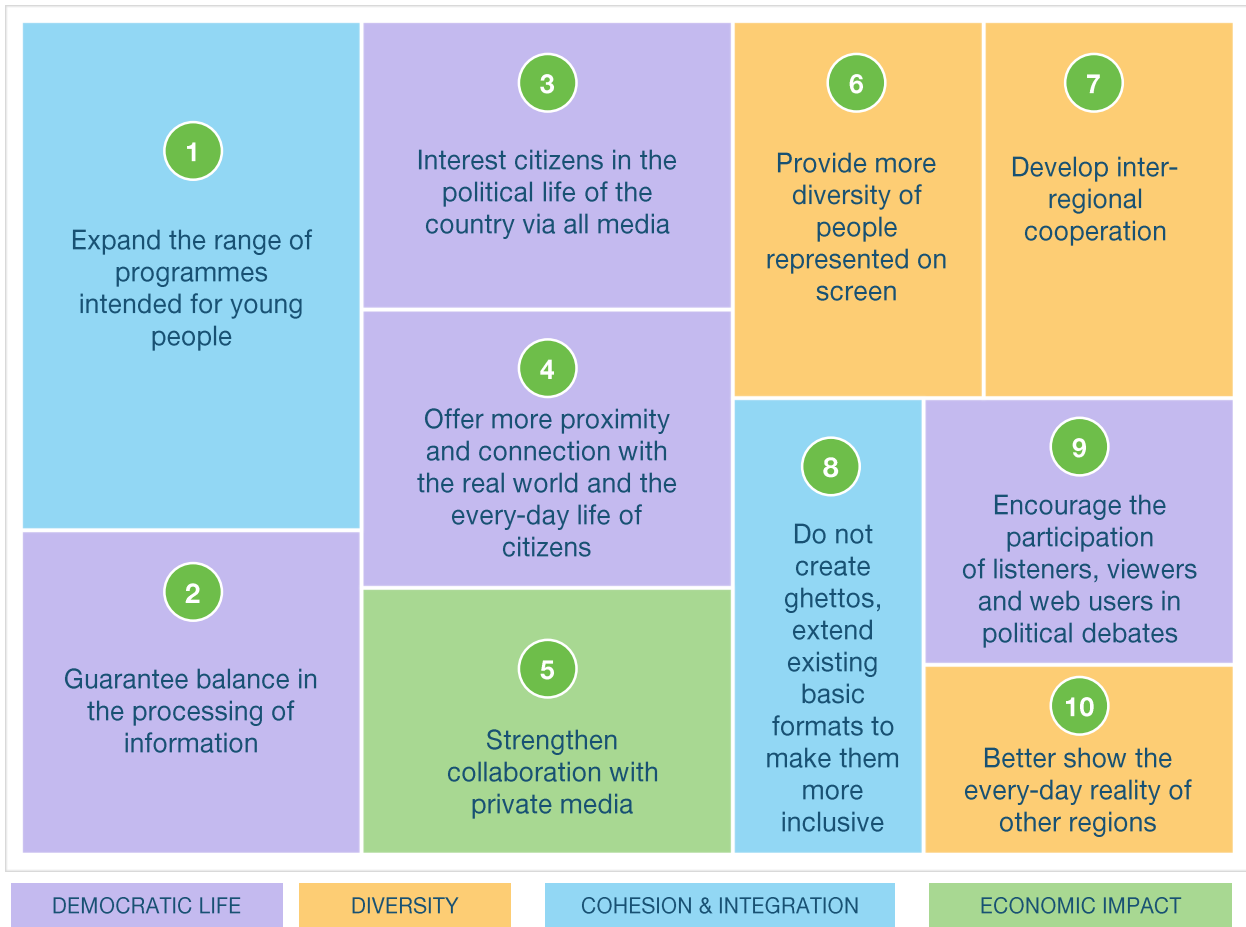
PRIORITY	EXPECTATIONS ▼
Information	Target requirements for information, depending on the type of audience and type of support, and emphasise objectivity, reliability and expertise
Heritage and archives	Simplify access to archives, continue their digitalisation, promote them better in programmes and extend their dissemination via social networks

TO BE DEVELOPED	EXPECTATIONS ▼
Science	Develop content on questions linked to the environment and health
Programmes for young people (children)	Promote “Swiss” content in order to differentiate SSR from other media, in particular, develop web supports for children, building a relationship of trust with parents. Teach children from a very young age to decrypt information and offer content conveying values to children, in particular by making them aware of social and environmental issues
Programmes for young people (adolescents)	Develop shorter, more creative formats, in particular via new technologies, connect young people with a range of subjects that interest them, and better differentiate content addressed to adolescents and young adults respectively
Programmes for young people (young adults)	Emphasise information and offer young people opportunities to identify with people of their age in different contexts which correspond to specific situations as they enter adulthood

TO ADVANCE	EXPECTATIONS ▼
Culture – films and series	Optimise resources and opportunities: exploit Swiss specificities and exchanges, perhaps offer co-productions between regions of Switzerland
Culture – documentaries and reports	Documentaries are a central task of public service: play the card of national topics to unify
Culture – music programmes	Be daring, in particular to discover the Swiss alternative scene, in contrast to the numerous alternatives offered by music platforms
Culture – cultural programmes	Culture is perceived as a strong public service mission which must be maintained or reinforced (literature broadcasts, raising awareness among young people, broadcasting schedules), regardless of audience problems
Sport	Take advantage of popular Swiss sporting events and encourage participation, especially by young people
Entertainment	Refocus programming on formats that are more representative of Swiss identity

4. Priority expectations and proposals for improvement (1/2)

SSR is subject to 10 priority expectations to reinforce its contribution to society and better carry out its public service missions.



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DEMOCRATIC LIFE COURSES OF ACTION MENTIONED

- Guarantee balance in the processing of information**
 - ▶ Avoid bias, be more balanced and neutral
 - ▶ Defend companies, not just consumers
 - ▶ Do not give in to sensationalism in the processing of information
- Interest citizens in the political life of the country via all media**
 - ▶ Be innovative with formats to interest citizens in politics, particularly young people
 - ▶ Discuss directly with citizens, not just with elected officials
 - ▶ Involve young people in political matters from a young age
 - ▶ Make political information simple to understand so as to encourage participation in voting
 - ▶ Use digital means to involve citizens in local political debates
 - ▶ Extend coverage of national political subjects in regional programmes
- Offer more proximity and connection with the real world and the every-day life of citizens**
 - ▶ Reflect the daily life of people and their concerns
 - ▶ Cover local news (canton, town), even if the regulatory framework constrains SSR in this area
- Encourage public participation in political debates**
 - ▶ Represent citizens well in political debates and broadcasts
 - ▶ Make better use of the potential for exchange with the population linked to social networks
 - ▶ Introduce more interaction with citizens during broadcasts

4. Priority expectations and proposals for improvement (2/2)

DIVERSITY COURSES OF ACTION MENTIONED

<p>Develop inter-regional cooperation</p>	<ul style="list-style-type: none"> ▶ Develop common programmes between regions ▶ Get people in other regions to participate in the programmes ▶ Develop programme exchanges between regions ▶ Co-broadcast and co-present certain re-transmissions in several languages ▶ Exchange staff from one region to another ▶ Set objectives and measure them to see whether they have been achieved
<p>Provide more diversity of people represented on screen</p>	<ul style="list-style-type: none"> ▶ Diversify participants and topics, be innovative ▶ Approach difficult subjects – poverty in Switzerland, for example ▶ Diversify recruitment in SSR ▶ Develop relationships with the representatives of different communities ▶ Better represent the sociological diversity of the country in dramas
<p>Better show the every-day reality of other regions</p>	<ul style="list-style-type: none"> ▶ Increase awareness of cultural realities in other regions ▶ In news programmes, provide for sequences on the news in other regions ▶ Take an interest in areas other than culture when approaching life in other regions ▶ Keep a space for programmes from other regions

COHESION & INTEGRATION COURSES OF ACTION MENTIONED

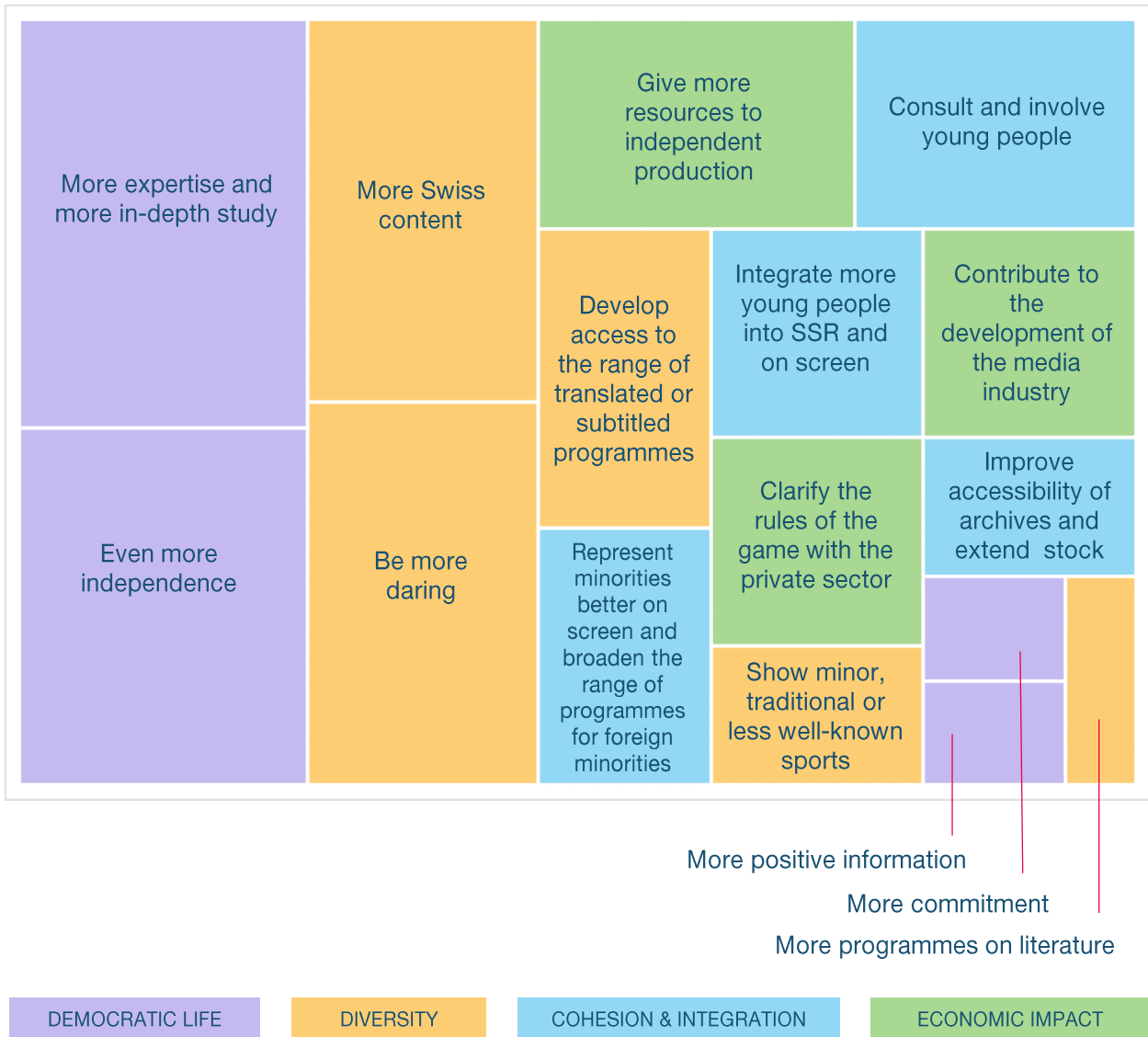
<p>Expand the range of programmes intended for young people</p>	<ul style="list-style-type: none"> ▶ Experiment with new formats for young people ▶ Be more active on the social networks and platforms favoured by young people ▶ Give more prominence to subjects that interest young people ▶ Make the SSR brand a guarantee of quality, a label of confidence for young people (and their parents) ▶ Offer content according to the areas of interest indicated by each web user (profiling/algorithm) ▶ Concentrate on content which distinguishes public service (information, Swiss films, etc.)
<p>Do not create ghettos, extend existing basic formats to make them more inclusive</p>	<ul style="list-style-type: none"> ▶ Extend existing formats to make them more inclusive, particularly those aimed at young people and foreign populations

ECONOMIC IMPACT COURSES OF ACTION MENTIONED

<p>Strengthen the sharing of resources and content with private media</p>	<ul style="list-style-type: none"> ▶ Share content with other media ▶ Network in order to develop subjects ▶ Enrich the content of SSR with external contributions ▶ Pool production resources ▶ Make programmes in cooperation with other media
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5. Weak signals

SSR must pay attention to the weak signals that are expressed through the consultation. For the most part, they overlap with concerns expressed elsewhere and may relate to values (independence), strategic orientations (Swiss content, inclusion, partnerships and openness to the outside world) and to a state of mind (boldness, development).



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Next steps

1. The phase of dialogue with the population and the topics



We examined the Altermondo/Link report during an executive committee meeting, which led us to identify 7 major issues or “topics” which we would like to propose to the population as part of the dialogue organised by the SSR Association.



Gilles Marchand
Director General



Ladina Heimgartner
Deputy Director General

- | | |
|---|---|
| 1 | SSR and the programme offering for young people |
| 2 | The quality and balance of information |
| 3 | Citizen participation |
| 4 | The Swiss dimension of SSR’s programme offering |
| 5 | Visible representation of diversity |
| 6 | Constructive participation in the media ecosystem |
| 7 | Dialogue and openness to criticism |

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2. The timetable



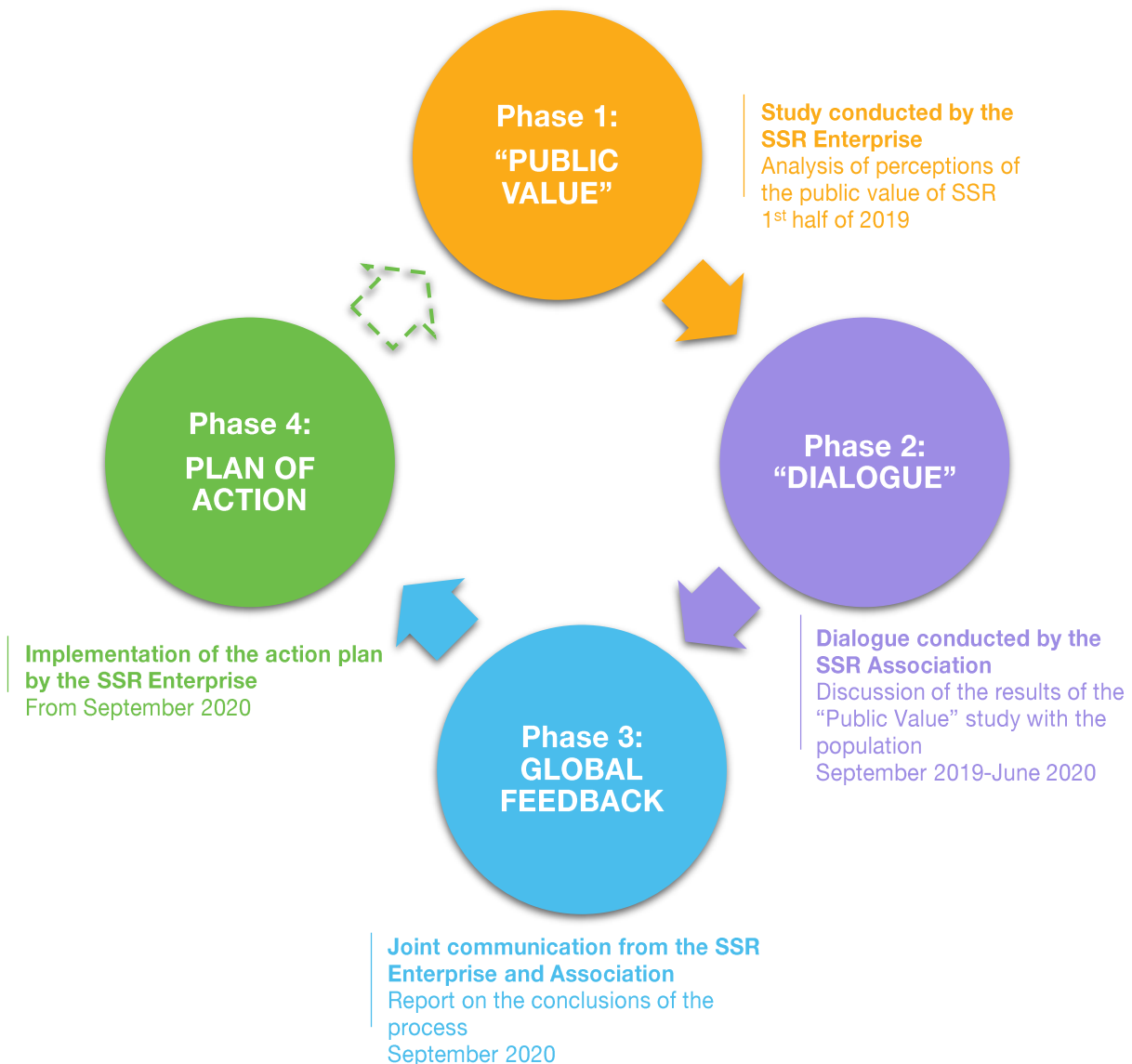
The next stage consists, for the Association, of entering into dialogue with the population in the regions and submitting a report to us during the second half of 2020.



Irène Challand, manager of SSR's "Public Value" project

The approach, which begun with the "Public Value" study, is part of an ongoing dialogue process with society. It goes through 4 phases:

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STUDY METHODOLOGY

Main conclusions

- The concept of “Public Value” aims to measure the contribution of a public service to society. In the case of a media public service such as SSR, we have structured our approach around 4 pillars: democracy, diversity, social cohesion & integration, and economic impact & the image of the country.
- The quantitative and qualitative questionnaires have been built around a common thread which takes place in 3 stages: first of all, the evaluation of the image of SSR with regard to its public service values, then the evaluation of SSR’s services on the 4 pillars of “Public Value” and the identification of potential expectations, and finally, the ambition, thematic priorities and key success factors for a better contribution of SSR to society.
- 4 complementary consultation mechanisms were implemented:
 - Face-to-face meetings with representatives of the authorities, the media industry, the business community and civil society, at national and regional level
 - Workshops with the population, in the 4 linguistic regions, in urban and rural areas, with specific workshops for the 18-39 age range
 - Workshops with employees, management boards of SSR, and the Association, at national and regional level
 - A survey carried out with a representative sample of the population and consultation with Swiss nationals living abroad
- The methodology for analysing the qualitative results is based on a semi-quantitative approach and text mining tools. The consultation has led to 458 suggestions which have been grouped into 26 expectations (of which 10 are priorities) and 42 proposals for improvement.

More than
1,500
people have been consulted in the form of face-to-face interviews, workshops and by means of a survey

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1. The concept of “Public Value” and questions raised

About “Public Value”

The concept of “Public Value” aims at measuring the contribution of a public service to society. In the case of a public media service such as SSR, we structured our “Public Value” approach around **4 pillars** and we broke these pillars down into fields of action, based on comparison with other public service media in the world. We also supplemented the approach with internal working groups and exchanges with the regional committees.

The central idea is that the audience is not enough to measure the contribution of a public service media provider to society; it represents, in a sense, only the tip of the iceberg.

DEMOCRACY

- Quality of the information
- Respect for the plurality of opinions
- Editorial independence
- Participation of citizens in political life via the programmes
- Taking account of consumer rights
- Anchoring in regional life

SOCIAL COHESION & INTEGRATION

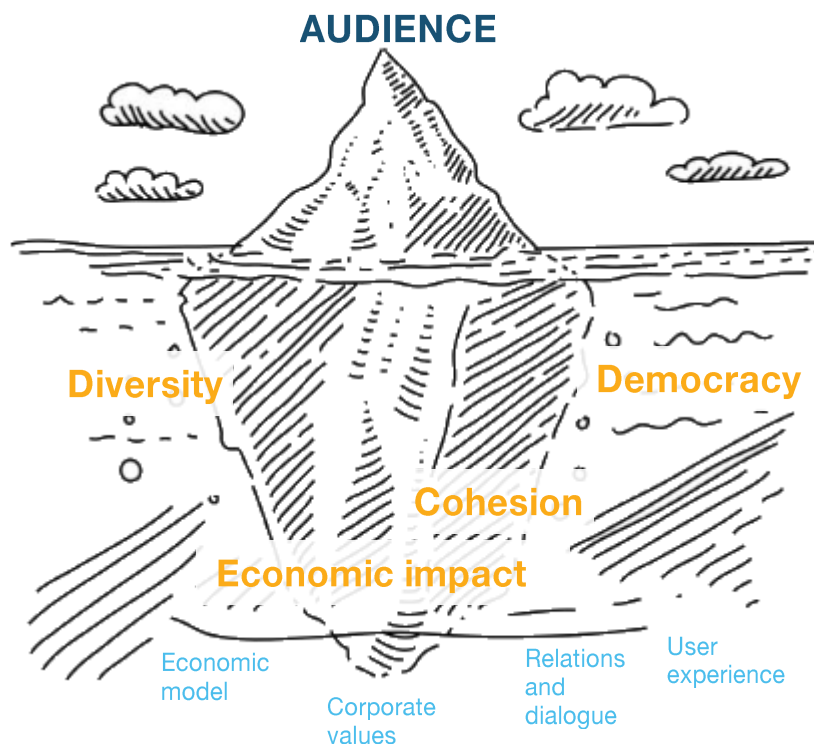
- Conservation and availability of archives and heritage
- Coverage of major events of national importance
- Taking account of the young audience
- Taking account of Swiss and foreign minorities in the country
- Links with Swiss nationals living abroad

DIVERSITY

- Range of Swiss films and series
- Range of Swiss documentaries and reports
- Diversity of music programmes
- Diversity of sports programmes
- Diversity of cultural programmes
- Diversity of entertainment programmes
- Coverage, in the programmes, of linguistic and cultural realities in the different regions of the country
- Reflection of sociological and human diversity in the programmes
- Openness to exchanges between the different regions and cultural realities of the country in the programmes

ECONOMIC IMPACT AND IMAGE OF THE COUNTRY

- Support for the production of audiovisual content of Swiss origin
- Investment in journalism
- Cooperation with other Swiss media
- Impact of activities on employment and the economic fabric (direct and knock-on)
- Contribution to Swiss influence abroad

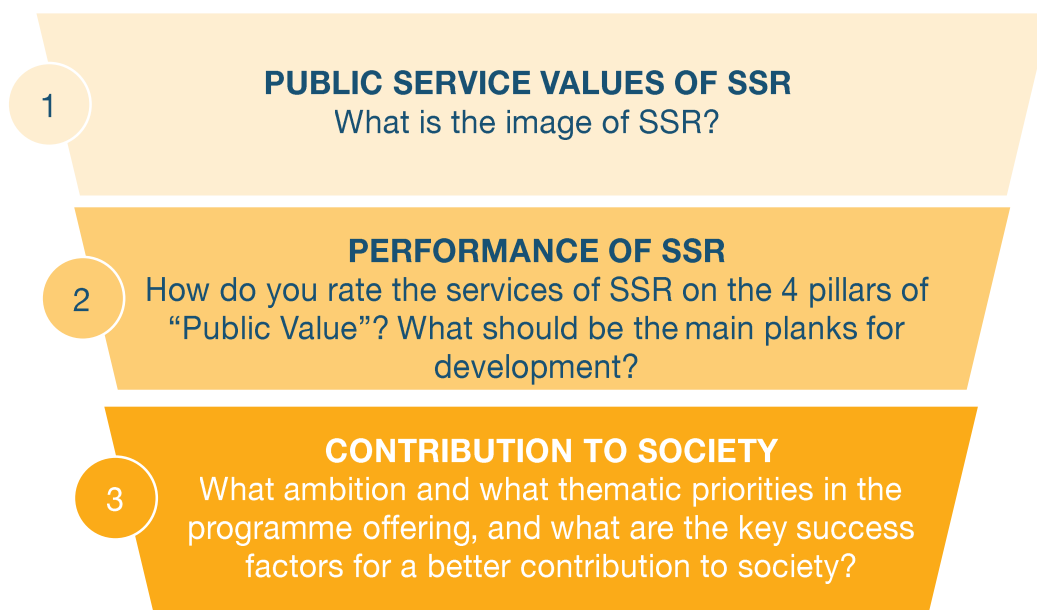


The implementation of the pillars of “Public Value” is based on key success factors specific to **4 strategic levers**

1. “Public Value” and the questions raised

The framework of the investigation

We built the survey around 3 sections, like a funnel:



The questionnaire

The quantitative and qualitative questionnaires were constructed along a common thread.

During the qualitative interviews, questions were evaluated by the participants using scoring scales which make it possible to guide the discussions. The participants’ comments form the essential material for analysis. The scores have no statistical value, they make it possible to measure trends that are expressed within the panel, to guide the analysis and to prioritise the expectations suggested by the participants.

Section	Evaluation question	Scoring scales	
Public service values	Do you agree with the following statements?	1 – Strongly disagree 2 - Tend to disagree	3 - Tend to agree 4 - Strongly agree
Pillars of “Public Value”	How important are the following subjects?	1 – Not important 2 – Average	3 – Important 4 – Essential
	Evaluate the services of SSR	1 - Poor 2 - Fairly poor	3 - Fairly good 4 – Excellent
Thematic priorities	Evaluate the differentiation of SSR on the following themes	1 – None 2 – Low	3 – Average 4 – High 5 – Unique
	What should be the priority themes in the future to strengthen the mandate of SSR?	1 – Reduce 2 - Perhaps reduce	3 - Maintain 4 - Perhaps strengthen 5 – Strengthen
Key success factors	Choose a maximum of 3 priorities to allow SSR to better perform its public service missions	Choice No 1 Choice No 2 Choice No 3	

An open question closes the questionnaire: “Finally, how would you sum up in a few words the ambition which SSR should set for itself concerning its contribution to Swiss society?”

2. The consultation scheme

4 mechanisms were implemented

Face-to-face interviews lasting on average one and a half hours with representatives of the **authorities**, the **media industry**, the **business community** and **civil society**, at national and regional level

Workshops lasting on average 2 hours with the **population**, in the 4 linguistic regions, in urban and rural areas, with specific workshops for the 18-39 age range

Workshops lasting on average 2 hours with **employees, management boards of SSR**, and the **Association**, at national and regional level

A **survey** carried out on a representative sample of the population and consultation with Swiss nationals living abroad

The consultation in figures

74 face-to-face interviews with stakeholders, i.e. 92 people

11 workshops with the population, i.e. 95 people

17 workshops with employees, executives and the Association, i.e. 180 people

a representative survey carried out with 1,179 people

Panel selection criteria

Categories	Panel constitution criteria
Stakeholders	Search for diversity rather than representativeness. The selection was based on a mapping exercise carried out at regional and national level, prioritising listening to all the stakeholders of society: authorities, media industry, business community and civil society
Population workshops	Selection from the regional Link panel, combining 2 criteria: age (18/39 years; 40 years and above) and geographical situation (urban/rural)
Employee workshops	Selection made by each business unit, prioritising the diversity of the departments represented
Manager workshops	All management boards at national and regional level
Association workshops	Selection made by the Association, at national and regional level
Survey	Panel representative of the population with the following criteria: age, sex, region, size of household and employment situation

Use of a digital tool

The use of a digital tool (on a mobile phone) allowed the individual scores of all the participants to be collected, while encouraging them to comment on overall trends during the workshops or group interviews.

3. Methodology for analysing qualitative results

Overview of the process (pillars of “Public Value”)

The methodology implemented to analyse the results linked to the pillars of the “Public Value” of SSR goes through 4 stages:



The 10 priority expectations are compared with the results of the public survey and any discrepancies are analysed and integrated into the conclusions of the study

Processing of transcripts from other sections

For the other sections (public service values of SSR, priority topics, key success factors and ambition), analysis has taken place via text mining based on the **number of occurrences** of the key points contained in the comments of participants and the **meaning** associated with the comments

Section	Meaning associated with the comments
Public service values	Classification of comments into 2 groups: - Those in agreement with the suggestions - Those not in agreement with the suggestions
“Public Value” ambition	Classification of comments into 3 groups: - Mission - Vision - Values
Key success factors	Grouping of comments into 4 groups: - Raison d’être (answer to the question “why?”) - Prerequisites - Obstacles - Levers
Programme topics	Grouping of comments into 3 groups: - Those who find the programmes differentiating - Those who find the programmes less differentiating - Portfolio dynamics associated with the topic (maintain, transform, develop, to be reinforced as a priority)

3. Methodology for analysing qualitative results

Data collected

2 types of data have been collected during the interviews and workshops:

- scores allowing the discussion to be guided
- comments allowing the scores to be explained

- All the qualitative data has been consolidated into a single database

Analysis structure of the qualitative data

The text mining uses the comments from the following data structure:

Contributions on the evaluation of the situation



groupings



Findings

Suggestions and proposals for improvement



groupings



Expectations

- Each contribution is treated equally
- The contribution is not modified, either in form or substance
- Groupings are made on the basis of key words, then analysed by experts

Identifying and prioritising expectations

The semi-quantitative approach allows better prioritisation of expectations and avoids the “shopping list” effect

We took 2 starting assumptions as a basis:

- Each group of participants carries the same weight
- The priority of a development plank (P) is influenced by the importance (IMP) which the stakeholder assigns to the subject and by the performance (PER) which it attributes to SSR. The importance and performance were evaluated on a scoring scale from 1 to 4 (IMP from 1 = weak to 4 = essential; PER from 1 = poor to 4 = excellent)

Accordingly, we used the following scoring grid to prioritise expectations:

The score for priority (*) of the development plank ▶		P <6	P between 6 and 9]	P between 9 and 12]	P >=12
The development plank recurs (*) ▼	Value in the grid	1	2	3	4
...in more than 30% of cases	4	4	8	12	16
....in 20% to 30% of cases	3	3	6	9	12
....in 10% to 20% of cases	2	2	4	6	8
...in less than 10% of cases	1	1	2	3	4

(*) weighted average (by group) of participants

P = IMP x (5-PER)

Finally, expectations are split into 3 categories corresponding to their position in the scoring grid:

Priority
 Focus
 Weak signal

Study carried out by Altermondo consulting

with the support of Link Institute for performing the survey
and Link Qualitative for the workshops with the population

SSR “Public Value” manager

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